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Results for the six months ended 31 January 2026

Graham Charlton, CEO
Katy Mecklenburgh, CFO

18 March 2026

Softcat: the largest provider of technology solutions and services in the UK[1] and also operating in Ireland, the US and other international markets

We support SMB to enterprise-scale organisations across the corporate and public sectors to modernise and optimise their technology infrastructure. From the edge to the cloud, and from security through to data, AI, the network and workplace

Corporate and public sector customers

10,417

at 31 January 2026

Employees

2,947

at 31 January 2026

Employee engagement

NPS: 56

as surveyed in October 2025

Customer satisfaction

NPS: 64

as surveyed in May 2025

Offices across the UK&I, USA and Singapore

12

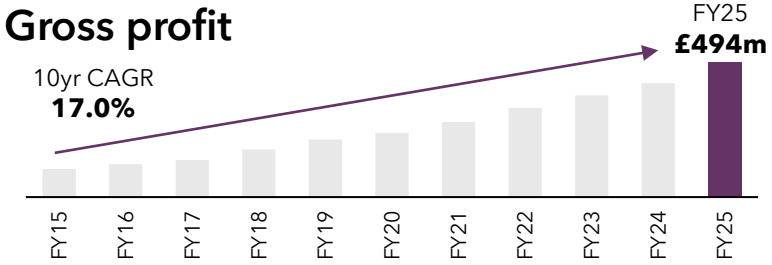
International branches

5

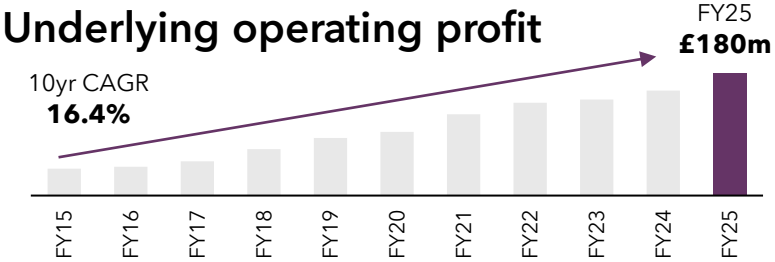
Gross invoiced income FY25[2]

£3.6bn

Gross profit



Underlying operating profit



400+ vendors

Microsoft · Hewlett Packard Enterprise · Google · hp · NVIDIA · Authorised Reseller · DELL · IBM · vmware · aws · cisco Partner · Lenovo · mimecast

1 Source: Channelweb CRN Top VARs 2025.
2 Gross invoiced income ('GII') is an alternative performance measure which correlates closely to the cash received by the business and therefore aids the user's understanding of working capital movements in the statement of financial position and the relationship to sales performance and the mix of products sold. GII reflects gross income billed to customers adjusted for deferred and accrued revenue as reported in the IFRS measure.

H1 FY26 Financial Review

Katy Mecklenburgh, CFO

Another period of successful execution delivering strong profitable growth and enabling investment back into the business

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GII
£2.01bn
H1 FY25: £1.51bn
+33.3%

Gross profit
£269.9m
H1 FY25: £220.2m
+22.6%

Underlying operating profit[1]
£93.8m
H1 FY25: £73.7m
+27.3%

Underlying cash conversion[2]
147.6%
H1 FY25: 110.9%
£206.0m closing cash

Underlying basic EPS
36.1p
H1 FY25: 28.7p
+25.8%

Interim dividend
9.9p
H1 FY25: 8.9p
+11.2%

Customers[3]
10,417
H1 FY25: 10,061
+3.5%

Gross profit per customer[3]
£52.2k
H1 FY25: £43.9k
+19.0%

1 Underlying operating profit reflects statutory operating profit, adding back non-underlying costs. Non-underlying costs comprise items which, in the opinion of management, should be identified and excluded to provide a consistent and comparable view of the underlying performance of the Group's ongoing business.
2 Underlying cash conversion ratio comprises net cash generated from operating activities before taxation and any acquisition related cashflows, including deferred consideration outflows, net of capital expenditure, as a percentage of underlying operating profit.
3 In FY2025, we undertook an exercise to improve the quality of our customer data, which included aligning all trading entities with a relevant parent company where necessary, resulting in a small reduction in the overall customer number. For comparability, the customer data and associated average GP per customer in prior years have also been amended in line with the revised methodology.

Summary income statement

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£m	**H1 FY26**	H1 FY25	Change
Gross invoiced income	2,008.6	1,507.1	33.3%
Revenue	837.5	545.6	53.5%
Gross profit	269.9	220.2	22.6%
GP/GII %	13.4%	14.6%	(1.2%) pts
Admin. expenses	(176.1)	(146.5)	20.2%
Underlying operating profit	93.8	73.7	27.3%
Gross profit per employee (£'000)	199.2	173.2	15.0%

- GII growth driven by 78.7% growth in hardware, supported by the contribution from larger solutions projects and pull forward of orders from some customers due to memory shortages. Services and software grew by 29.0% and 18.6%, respectively
- Revenue growth primarily reflects a higher mix of hardware, which is reported gross, alongside software growth reflecting strength in cybersecurity licencing and Microsoft CSP deals
- Strong double-digit gross profit growth in enterprise and mid-market customer segments, supported by high single-digit growth in public sector, with broad based growth across technology areas
- GP/GII reduced by 1.2% pts year-on-year, primarily driven by the dilutive impact of larger solutions projects at lower margin

Summary income statement continued

£m	H1 FY26	H1 FY25	Change
Admin. expenses	(176.1)	(146.5)	20.2%
Underlying operating profit	93.8	73.7	27.3%
OP/GP %[1]	34.8%	33.5%	1.3% pts
Non-underlying costs	(8.5)	–	
System development costs	(7.0)	–	
Oakland costs	(1.5)	–	
Statutory operating profit	85.2	73.7	15.6%
Net interest	3.0	3.1	
Tax	(22.8)	(19.3)	
Profit after tax	65.4	57.4	13.9%
Basic earnings per ordinary share (pence)	32.8	28.7	14.3%
Average headcount	2,863	2,591	10.5%

- Admin cost growth of 20.2%, reflecting growth in commissions and investments in headcount, IT and property, was behind gross profit growth resulting in strong underlying OP growth and an improvement in OP/GP %
- Non-underlying costs of £(8.5)m relating to new cloud-based system implementations and Oakland acquisition-related costs
- Net interest marginally lower year-on-year, with higher interest income offset by an increase in lease liability interest costs following office relocations
- Effective tax rate of 25.8% and higher tax charge broadly in line with growth in statutory operating profit

1 Underlying operating profit to gross profit ratio.

Well-diversified customer base and extensive customer offering

Our well-diversified customer base, together with the breadth and depth of our customer proposition, supports continued growth and drives significant competitive advantage

Customer segment

- Enterprise: 20%
- SMB: 53%
- Public sector: 27%

Product

- Software: 56%
- Hardware: 29%
- Services: 15%

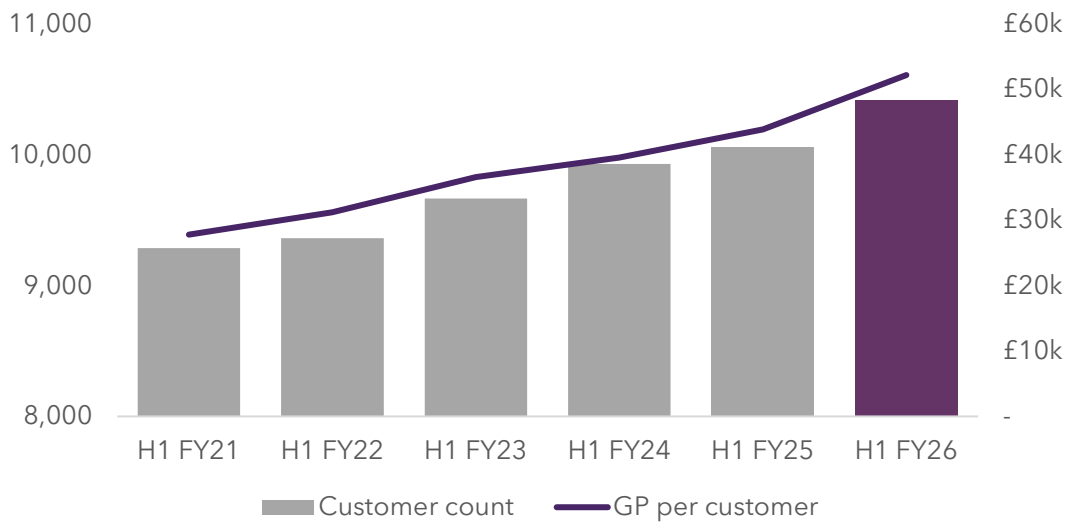
Technology

- Public cloud and datacentre: 37%
- Networking and security: 32%
- Hybrid workplace: 31%

Percentages represent the proportion of H1 FY26 GII

Growth driven by adding new customers and selling more to existing customers

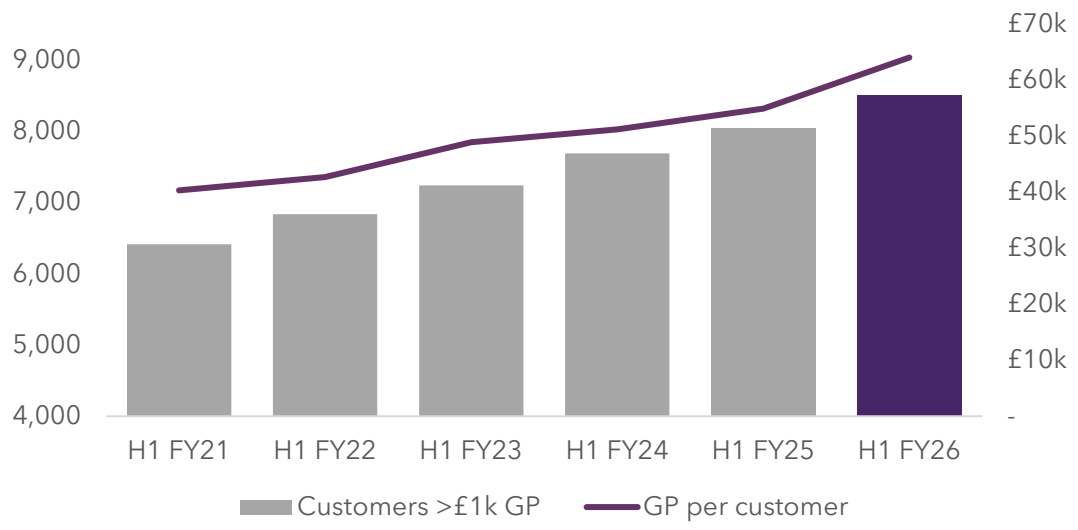
Customer count and GP per customer[1]



	H1 FY26	5yr CAGR
GP per customer	19.0%	13.4%
Customer count	3.5%	2.3%

- Customer count is defined as the number of customers which spent at least £1 with Softcat in each of the two preceding 12-month periods

Customers delivering at least £1k GP in a single year[1]



	H1 FY26	5yr CAGR
GP per customer	16.5%	9.7%
Customer count	5.7%	5.8%

- Customers that trade >£1k GP in a single year comprise approx. 99% of GP in each year
- The rate of growth in GP per customer and number of customers in this cohort is more evenly balanced than in the total customer count

1 Gross profit per customer is defined as gross profit generated over the last twelve-months divided by the customer base. During FY2025, we undertook an exercise to improve the quality of our customer data, which included aligning all trading entities with a relevant parent company where necessary, resulting in a small reduction in the overall customer base. For comparability, the customer data and associated average GP per customer in prior periods have also been amended in line with the revised methodology.

Strong cash generation

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£m	H1 FY26	H1 FY25
Underlying operating profit	93.8	73.7
Non-underlying costs	(8.5)	-
Operating profit	85.2	73.7
Depreciation and amortisation	5.9	4.0
Net movement in working capital	49.1	10.4
Net capital expenditure	(3.9)	(7.9)
Other	2.1	1.5
Cash from operations before tax, after capex	138.4	81.7
As % of underlying operating profit	147.6%	110.9%
Income taxes paid	(21.9)	(24.3)
Dividends paid	(73.0)	(77.9)
Share buyback	(22.4)	-
Other	2.6	2.8
Net increase in cash during the year	23.7	(17.5)
Closing cash balance	206.0	141.0

- Strong operating cash conversion of 147.6%, including a large upfront customer payment. Excluding this, operating cash conversion is 102.4%, above the top end of our target range
- Good net working capital management
- Lower capex primarily reflecting lower spend on new offices
- Returned £95.4m of cash to shareholders in the period, reflecting final ordinary and special dividend announced at FY25 results, together with share buyback programme (which subsequently completed on 13 February)

Further dividend growth

£m	**H1 FY26**	H1 FY25
Interim	9.9p	8.9p
Ex-dividend date		9 April 2026
Payment date		20 May 2026

- Interim ordinary dividend of 9.9p, up 11.2% versus H1 FY2025, in line with our policy of paying one-third of the previous year's ordinary dividend as an interim dividend in the current year
- We have established a new revolving credit facility as we mature our approach to liquidity management

Disciplined approach to capital allocation

Investment in organic growth	Increasing headcount and investing in capabilities, systems and processes to enable growth through building market share. The main driver of long-term shareholder value	Investment in capabilities, property and internal systems
Progressive ordinary dividend	Distributing between 40% and 50% of reported profits after tax to shareholders each financial year	Interim dividend of **9.9p, +11.2%**
Strategic investments	Inorganic growth, including strengthening our technology proposition or internal capabilities, or expanding international markets, to drive long-term value	Oakland progressing to plan
Return excess cash to shareholders	Return excess cash, subject to maintaining a minimum level of liquidity required to operate and grow the business	Share buyback programme of **£45m** completed in February 2026

Outlook

- We now expect to deliver high single-digit growth in underlying operating profit in FY2026, up from low single-digit previously

- While we enter the next half of our financial year with good momentum, we face a tougher comparative due to the contribution from larger solutions projects in the second half of FY2025. In addition, the net impact of ongoing memory shortages in this next period remains uncertain

Strategic update

Graham Charlton, CEO

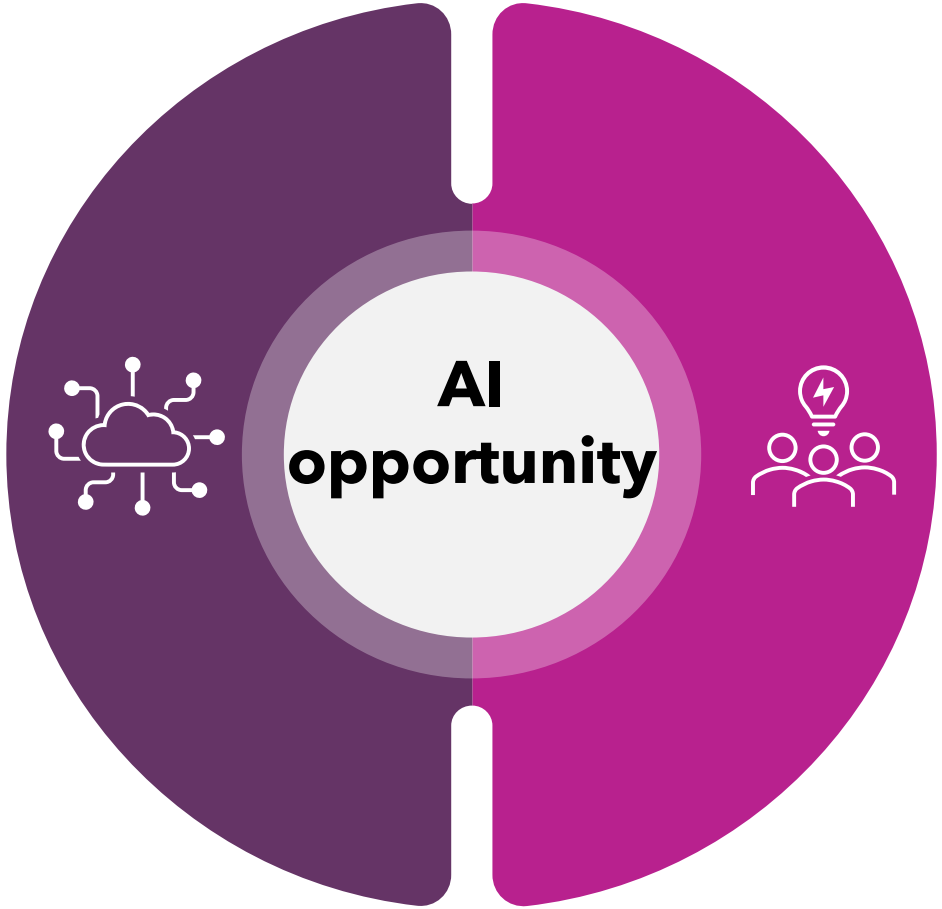
Factors driving our H1 performance

- Effective strategy and sustained investment
- Sharp execution
- Customer activity strengthened
- Component shortages also driving demand
- AI is driving growth across all areas of our portfolio
- Benefits of new AI tools and analytics in our own operations

AI creates two distinct opportunities for Softcat

What we sell

AI applications place unprecedented demands on all aspects of IT infrastructure, driving huge growth and product development



How we sell

AI tools enable us to innovate our own operations and GTM motions just when we need them most

The AI opportunity in what we sell

Application layer

Infrastructure layer

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Hybrid platforms

Datacentres become more complex and require orders of magnitude greater processing and storage capacity

Modern workspace

Devices become more role-specific, requiring differentiated compute and storage permutations

Security

Threat landscape and attack surfaces both evolve at unprecedented rates, demanding new and continuously updated defence mechanisms

Networking & connectivity

Data volumes rise exponentially, demanding more bandwidth and active management

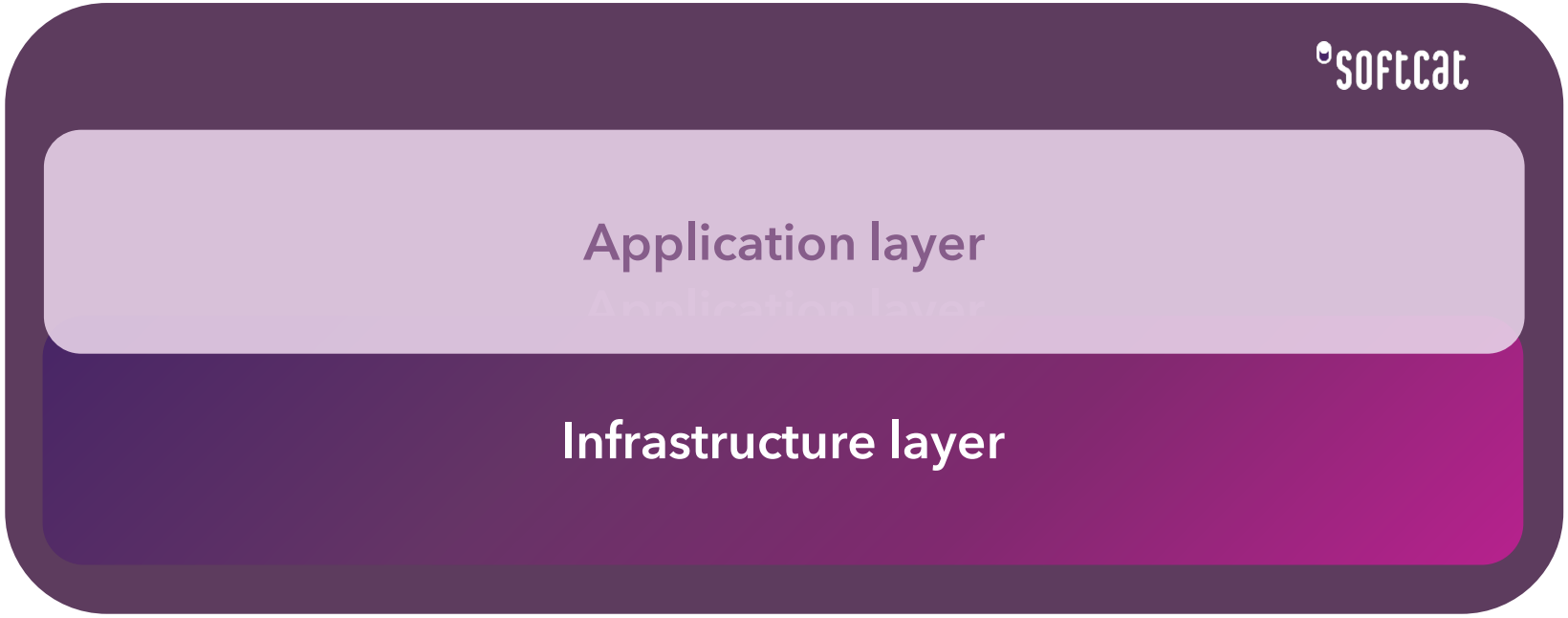
Data, automation and AI

Data quality becomes central to application function and utility. Orchestration and integration layers are foundational to modern architecture

AI is driving innovation in enterprise applications

This creates huge demand for more complex and greater capacity infrastructure solutions

The AI opportunity in how we sell



Within Softcat for internal use, new applications, agents, analytics and automation being released – e.g. CatNav, propensity to buy analytics, fulfilment and rebates agents, and more

Investment in base systems, data and integrations over the past 5 years within Softcat has enabled AI innovation within our applications and processes

A proven strategy for sustainable growth

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Acquire more customers

Sell more to existing customers

A special culture

Market-leading customer service

Loyalty and trust

Market-leading performance

Reinvestment in people and proposition

Highly engaged employees

Best in class customer propositions

Market-leading customer engagement

Our competitive advantage

Market-leading offering and execution

The strategic framework and 4 engines of growth to drive our business forward

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WHY we exist

A special place to work that will always put our people and culture first

WHAT we do

Modernise, optimise and source technology solutions

WHO we do it for

SMB to enterprise organisations in both corporate and public sector and across all verticals

WHERE we do it

In the UK, Ireland, the US and internationally

HOW we do it

Easy to work with, delivering the very best customer service across the broadest technology and services offering

Sales and customer excellence

The broadest offering

Operational excellence

A special culture

Sales and customer excellence

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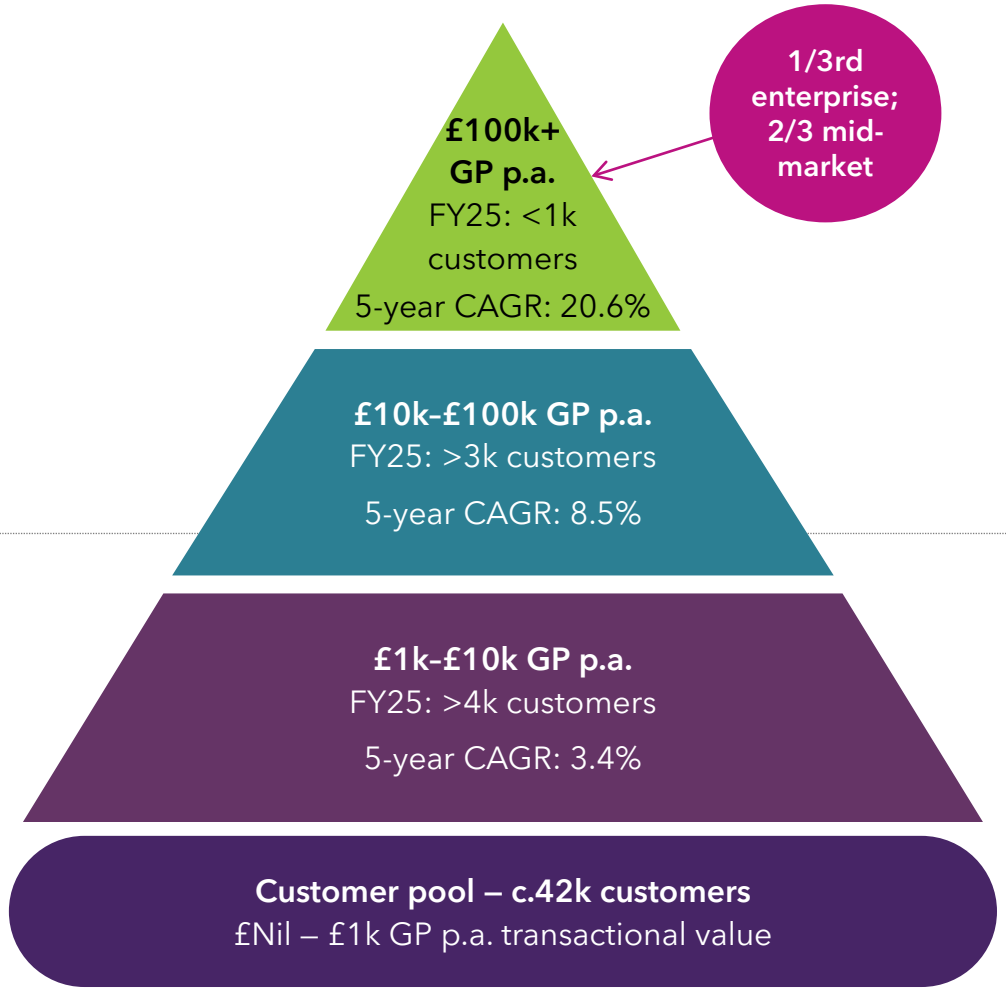
- Longer average tenure
- Higher average number of vendors
- Very low churn

Customers

- Shorter average tenure
- Lower average number of vendors
- Most churn occurs within first 12-24 months



- Longer average tenure
- Higher average GP per AM
- Fewer customers per AM

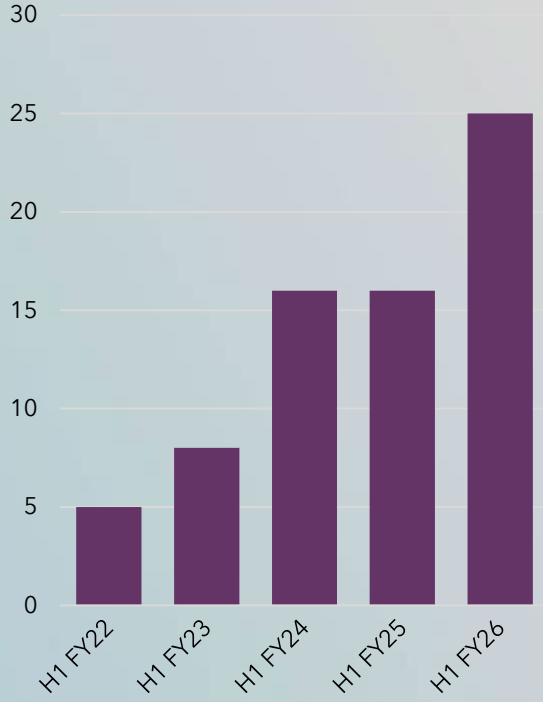
Account managers

- Shorter average tenure
- Lower average GP per AM
- More customers per AM

Number of deals with GP >£0.5m in H1 FY26

25

+56% YoY



* FY25 customer data; Enterprise is defined as >2,000 seats and mid-market is anything under this threshold (both segments include corporate and public sector customers).

The broadest offering

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Technology proposition

- Workspace
- Hybrid platforms
- Cyber security
- Data, AI and automation
- Networking and connectivity

Vendor management

Microsoft, hp, Hewlett Packard Enterprise, NVIDIA, splunk>, CROWDSTRIKE, DELL, NUTANIX, Lenovo, IBM, mimecast, aws, VAST, Google, vmware, cisco Partner, Authorised Reseller, paloalto

400+ vendors

Technical and services offering

- Advise
- Architect
- Implement
- Support
- Manage

Customer segments

- Enterprise
- Mid-market
- Public sector

Operational excellence

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AI-powered innovation

- Copilot as the aggregating AI layer
- Softcat navigator (CatNav) and cross-sell analytics released
- End to end process re-design and agent development

Platform enablement

- Data cleansed and optimised
- Proprietary database developments
- Analytical algorithms and automation of workflows

Foundational investment

- Full stack of modern enterprise systems
- Contemporary data lakehouse
- Foundational work ongoing since FY20

A special culture

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Voice
Our people can tell us how they really feel

Leadership accessibility
Our leaders are approachable and available

Recognition
We recognise and reward great attitude and results

Welcoming workplaces
Smart, professional, informal and busy

The 'S' in ESG
We excel at the 'social' element of ESG

Empowerment
We trust our people

Keeping it simple
Plain language and straight-forward methods wherever possible

Manchester

Dublin

Marlow

Summary

Exceptional performance and strong momentum

AI winner

Continued investment across our 4 growth engines

Culture and people remain at the heart of everything we do

Q&A

Appendix

Sustainability and ESG

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Vision

Sustainability

We strive for a sustainable future and one where our people and our planet can prosper

	Environmental	Social	Governance
Strategy	Softcat operations	People and community	Risk
	Supply chain	Education and economy	Reporting
	Customer solutions	Diversity and inclusion	Compliance
Goals	• Carbon neutral since 2021 • 100% renewable energy in offices where possible since 2023 • Net zero value chain by 2040	• Gender workforce mix of 40% by 2030 • Increase ethnic minority representation • Increase management team diversity	• Maintain regulatory compliance • Strong and effective governance • Ethical and transparent
Updates and awards	• Industry-leading carbon neutral Cisco Support Service • Financial Times European Climate Leaders 2024	• Increased gender and ethnic diversity in FY25 • £405k in charitable donations • We feature on the GPTW lists below	• Completion of projects to comply with changes in legislation • Good progress for more effective control environment